Application Development Environment (ADE)

Definition Phase

Phase Completion Procedure
Quick-Start

Information Systems Division
California Department of Motor Vehicles

Table of Contents

TITLE:	Phase Completion Procedure
PROCEDURE NUMBER:	**ADE 3.0 (Definition)**
OWNER:	Strategic Planning and Control Branch
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Principal Objectives of the Phase Completion Procedure

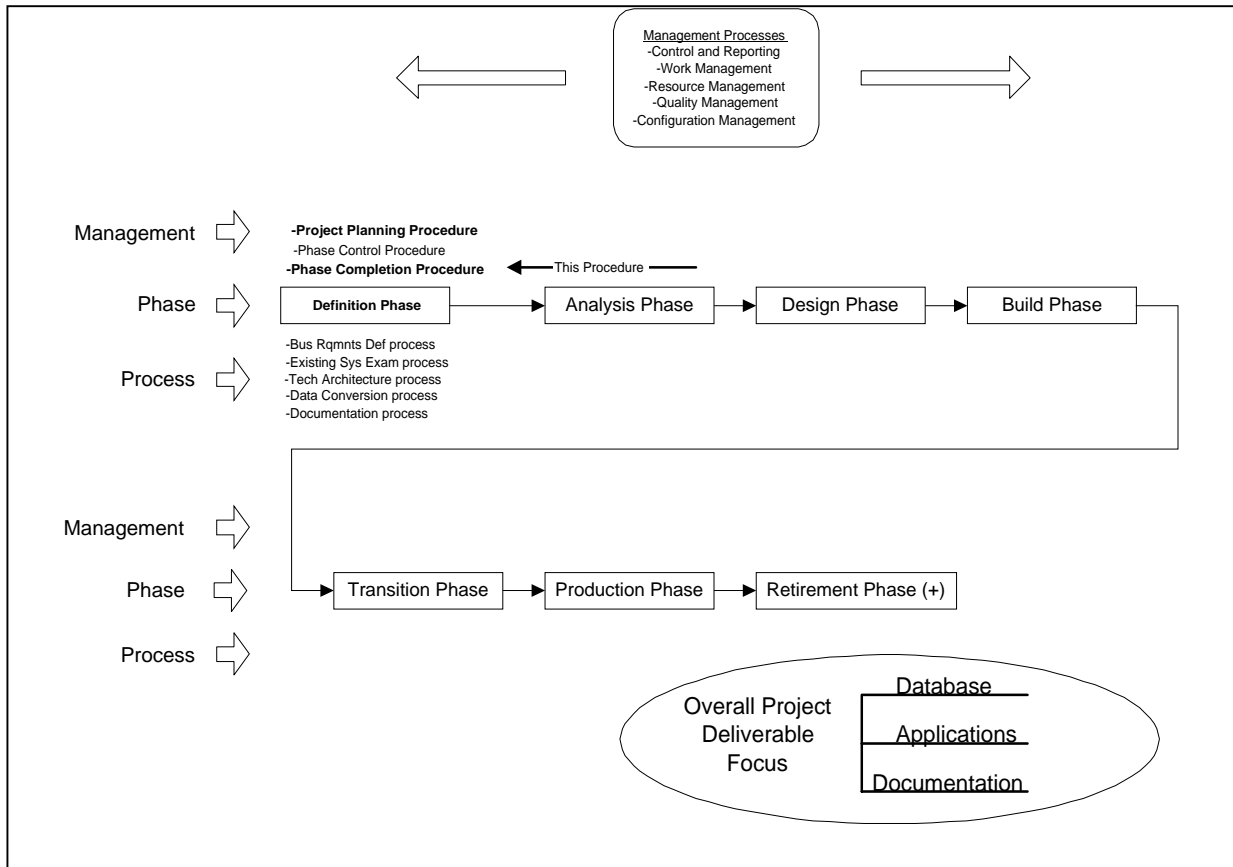In the Definition Phase, the objectives of Phase Completion are to:

- Verify that deliverables produced during the phase meet project quality and completeness standards.

- Secure client acceptance of deliverables produced during the phase.

- Release staff and physical resources no longer required.

Overview

The graphic below depicts this Project Management (PJM) procedure, Phase Completion, as it occurs within the current CDM phase, the Definition Phase.

Management Processes
-Control and Reporting
-Work Management
-Resource Management
-Quality Management
-Configuration Management

Management
-Project Planning Procedure
-Phase Control Procedure
-Phase Completion Procedure ◄── This Procedure ────

Phase → Definition Phase → Analysis Phase → Design Phase → Build Phase

Process
-Bus Rqmnts Def process
-Existing Sys Exam process
-Tech Architecture process
-Data Conversion process
-Documentation process

Management

Phase → Transition Phase → Production Phase → Retirement Phase (+)

Process

Overall Project Deliverable Focus
Database
Applications
Documentation

Phase Completion Tasks and Deliverables

Each of the five Phase Completion tasks listed below results in a specific deliverable. Tasks are identified with their PJM ID# , the first two letters of which correspond to the Management Processes shown at the top of the graphic above. Three are considered by Oracle to be key (✪ = key deliverable).

Note: Remember the caution offered in the Phase Control Procedure (preceding this one) to be mindful of the distinction between phase and process deliverables.

The abbreviated references provided in the right-hand column refer to the Oracle PJM manuals to which you will want to refer for background or greater detail:

- *The Project Method Handbook* (PJM-MH)

- *The Project Management Process and Task Reference* (PJM-PTR)

- *The Process Management Deliverable Reference* (PJM-DR)

Task	Description	Deliverable	Comments & References
✪Secure Client Acceptance CR.080	Obtain sign-off of on Definition Phase deliverables to the mutual satisfaction of consulting and the client. (See list of Definition Phase deliverables following this table.)	• Phase Acceptance	*To preclude last-minute delays, review acceptance procedure in advance with client project members participating in sign-off. IF necessary, hold issue resolution session(s) prior to beginning phase completion. PJM-MH, Chapter 6 PJM-PTR, pp. 1-43 to 1-46 PJM-DR, pp. 1-32 to 1-35, and App. A*
Release Staff RM.080	Release staff and physical resources not required for further project work.	• Released Staff	*The release of staff and physical resources assumes you have available to you the Staffing and Organization Plan and Physical Resource Plan for the next phase. This normally should be the case, since planning for the next phase should be complete when this task is performed. PJM-MH, Chapter 6 PJM-PTR, pp. 3-37 to 3-40 PJM-DR, pp. 3-18 and App. A*
Release Physical Resources RM.090	This task involves releasing control of those physical resources that are no longer needed to complete the project execution.	• Released Physical Resources	*Identify resources to be released, coordinate release with suppliers, and turn over resources. PJM-MH. Chapter 6 PJM-PTR, pp. 3-41 to 3-43 PJM-DR, p. 3-19 and App. A*

✪Perform Quality Assessment QM.050	In this task you conduct an assessment of the completeness of Quality Control arrangements (reviews, audits, tests, and problem resolution) to assess the completion of the project to date. The Quality Report provides an opportunity to demonstrate to the client the completeness of your quality control measures during the phase.	• Quality Report	*This quality assessment may be conducted by a member of the project team (who may hold other quality responsibilities) or may be carried out by a quality consultant external to the project team.* *SP/CB has SQAAs available to the Project Managers. If one is not assigned to your project, request special support for this task. SP/CB also has defined procedures that can assist the project.* *PJM-MH, Chapter 6* *PJM-PTR, pp. 4-25 to 4-27* *PJM-DR, pp. 4-18 to 4-19 and App. A*
✪Audit Key Deliverables CM.060	In this task you demonstrate to the project manager and the client that the deliverables produced were those which were intended, and that adequate control over development of those deliverables was exercised. A physical configuration audit verifies that all intended key deliverables are baselined as configuration items.	• Audited Baseline	*A physical configuration audit verifies that all intended key deliverables are baselined as configuration items. A functional configuration audit demonstrates that configuration items in the baseline can be traced backward in time to their requirements. Note: this task can coincide with any milestone or client release.* *SP/CB also has established procedures for the conduct of a functional audit.* *PJM-MH, Chapter 6* *PJM-PTR, pp.5-31 to 5-33* *PJM-DR, pp. 5-19 to 5-20 and App A*

Definition Phase Deliverables

Definition Phase Deliverables (Key=✪)
Bus Req Def
✪Business Process Model
High-level Business Description
✪High-level Business Function Model
✪Initial Business Data Model
Existing Sys Exam
Existing Reference Material
✪Organization Structures Definition
High-level Existing System Data Model
Existing System Process Model
Existing System Interfaces
Existing Technical Architecture
Existing Capacity Plan
Technical Architecture
✪System Interface Requirements
Initial Capacity Plan
✪Initial Technical Architecture
High-level System Operational Requirements
Data Conversion
✪Data Conversion Requirements
Documentation
Glossary

Deliverable Preparation - Tools and Techniques

Deliverable	Oracle MS Template(s)
Phase Acceptance	✔
Released Staff	PJM-PTR/DR
Released Physical Resources	PJM-PTR/DR
Quality report	✔
Audited Baseline	SP/CB

Potential Pitfalls

The most likely areas of risk during Phase Completion are the following:

- The phase acceptance procedure is not clearly communicated in the project Quality Plan.

- Client satisfaction concerns are not identified and addressed prior to requesting sign-off of deliverables.

- Outstanding issues and problems which affect phase deliverables are not resolved prior to their acceptance.

- Not adhering to the Software Quality Assurance Plan or the Configuration Management Plan.

Key Words And Phrases

Attribute	The information held about an entity
Entity	Something about which information is retained; e.g. customer, employee, product, etc.
Event	A trigger to which one or more business functions respond; e.g. a license application
Function	A major work unit of an organization; e.g. sales, maintenance, etc.
Model	Diagram or graphical depiction of a system
Process	A series of tasks which result in one or more critical deliverables
Program	A group of projects managed in a coordinated way
Project	Involves work that is *finite* and *unique* (as opposed to operations, which involve *ongoing* and *repetitive* work)
SP/CB	Strategic Planning and Control Branch
SQAA	Software Quality Assurance Analyst

Step	Smaller units of tasks and sub-processes which produce components of deliverables
Sub-process	Continuously or frequently executed set of actions which produces a defined set of outputs or results
Task	A unit of work that results in a single deliverable

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